

The background of the cover is a photograph of a modern building. The upper portion shows a red brick wall with a dark, overhanging section. Below this is a curved glass facade that reflects the sky and surrounding environment. The sky is blue with some light clouds. The text 'advance' is prominently displayed in the upper left, with 'a strategic plan for columbus' below it. At the bottom, the title 'CITY OF COLUMBUS 2013 STRATEGIC PLAN' is written in white capital letters.

advance

a strategic plan for **columbus**

CITY OF COLUMBUS 2013 STRATEGIC PLAN



...we would like to see this community come to be not the cheapest community in America, but the very best community of its size in the country. We would like to see it become the city in which the smartest, the ablest, the best young families anywhere would like to live; a community open in every respect to persons of every race, color, and opinion; one that makes them feel welcome and at home here; a community which offers their children the best education; a community of outspoken churches, genuine cultural interests, exciting opportunities for recreation and a community whose citizens are themselves well-paid and who will not tolerate poverty for others, or slums in their midst.”

—Mr. J. Irwin Miller, 1964





VISION

To be the very best
community of its
size in the country.



MISSION

To serve the people of Columbus by providing excellent and innovative services in a fiscally-sound manner and by partnering with other public and private organizations to advance our community toward our vision.



VALUES

- Integrity Without Compromise
- Professionalism
- Customer First
- People Working Together
- Openness
- Accountability
- Fiscal Responsibility



Integrity Without Compromise

We are honest and ethical in all we say and do. We honor our word and keep our commitments.



Professionalism

We treat every person with respect, dignity and equity. We are positive, courteous, conscientious and businesslike in all of our actions.



Customer First

We put the needs of our customers, the people of Columbus, first. We work together to be responsive and exceed their expectations.



People Working Together

Our people are our most valuable asset. We believe in hiring and retaining the best and the brightest. We work as a team always.



Openness

We are receptive and accessible and our work is transparent.



Accountability

We take responsibility
for our actions and for
delivering results.



Fiscal Responsibility

We get the most from
the taxpayer's dollar. We
live within our means.
We are fiscally very
solid.

COMMUNITY PRIORITIES





CITY GOALS

Advance Economic Prosperity and Well-Paying Jobs

- Work Ready Community
- Cultural and Creative Capital
- Welcoming Community
- Business-Friendly Community



CITY GOALS

Advance the safety and health of our community.

- Safest Community
- Healthy Community
- Environmentally Responsible Community



CITY GOALS

Advance Opportunities
for All.

- Lifelong Learning for All
- Quality Housing
Opportunities for All
- Financial Stability for All



CITY GOALS

- Well-Managed City
- Safest Community
- Cultural and Creative Capital
- Quality Housing Opportunities
- Business-Friendly Community
- Healthy Community
- Welcoming Community
- Environmentally Responsible
- Quality Animal Care



Well-Managed City

To be the most responsive and efficient municipal government of our size and to be a model of good government.

Well-Managed City

Improve Financial Reporting

- Purchase and implement new financial reporting software system. (Welmer)
 - Vendor selected August 2013.
 - CTO undergoing RFP process for purchase and will begin implementation for completion in 2014..

Improve Transparency and Communication

- Increase availability of meetings live-streamed and archived on the Web.
 - Move all meetings of tax-based boards, committees and commissions (“boards”) to Council Chambers for live streaming and recording by July (Logston) and have all board packets and agendas online and linked in City website calendar. (All)
 - Add web video streaming and recording to large meeting hall by end of year. (O’Leary)
- Evaluate cost of Comcast channel by end of year. (O’Leary)
- Improve Direct Communications – Start monthly email newsletters to residents in Q4. (Schilling / All)
- Publish annual reports for every department by end of March each year. (All)

Well-Managed City

Improve Customer Service

- Improve automation and responsiveness of customer service requests. (All)
- Comprehensive annual customer service survey for all departments completed and survey firm identified to begin early 2014. (Logston) **2014 Budget**
- Increase Transit customer service (Setser)
 - Develop ColumBUS Transit Improvement Plan to create new and more efficient routes by end of year. Implemented by Fall 2014 . **2014 Budget**
 - Evaluate, obtain and implement Call-a-Bus scheduling software by August.
- Increase City Utilities customer service (Reeves)
 - Improve communications on policies and procedures to customers.
 - Improve response times for new services and leaks.
 - 90% of all new service requests within 14 days
 - 90% of all reported leaks repaired within 30 days
 - Evaluate customer disconnect procedures for possible improvement resulting in less disconnections and better payments.
- Increase services at airport
 - Self fueling station at airport to increase operations by August. (Payne)
 - Increase tee hangar capacity at airport next year (Payne) **2014 Budget**

Well-Managed City

Increase Employee Productivity

- Develop employee performance-based system for 2014 start. (Cooper-Tinsley)
- Updated job descriptions by end of year. (All)
- Wage and Benefit Analysis – conduct city wide wage and benefit analysis by end of July . (Cooper-Tinsley)

Increase Cost Efficiencies

- Develop centralized purchasing policies by end of year. (Sargent)
- Perform facility energy audit on all fire stations, City Hall and Animal Care by August and implement various changes by end of year. (M. Pope)
- Increased Useful Facility Life – Make facility preservation priority in capital planning process. (Logston)
- Study and propose changes for more efficiency in sanitation and snow removal routes. (Burton)

Well-Managed City

Improve Workplace Safety

- Utilities SOP and safety procedures (Reeves)
 - Safety committee to inspect and recommend new policies.
 - Forklift certification training first to be implemented.
- Transit to conduct monthly safety training and awareness for drivers. (Setser)
- City Garage improve employee safety with training. (Burton)
 - CPR and defibrillator training to all employees by end of year.
 - Chain-saw safety / storm damage removal training workshop to all operators, drivers and traffic employees by end of year.

Business Continuity and Disaster Recovery

- Develop business continuity and disaster recovery plan for all City operations by end of year. (O'Leary) 2014 Budget



Safest Community

Be the safest city of our size in the country.

Safest Community

Decrease property crimes by 10%

2013 Goal – 1,994; 2012 – 2,215; 2011 – 2,591; 2010 – 2,269

- Increase community policing efforts with extra patrols and pro-active police services, including launch of COPPS program in July. (M. Richardson)
- Strengthen LeadsOnLine program – Bring pawn shops and scrap yards on board voluntarily or by ordinance by October. (Rohde)
- Increase neighborhood meetings and Neighborhood Watch programs (Myers)
- Leverage additional technology to assist with data collection and crime pattern analysis. (RMS system)
- Repeat offenders – Track criminal behavior through data analysis and multiple agency intelligence gathering. (Foust)
- Launch informational campaign to raise awareness regarding property crime prevention. (Myers)

Safest Community

Decrease violent crimes by 5%

2013 Goal – 80; 2012 – 82; 2011 – 86; 2010 - 78

- Continue efforts to reduce domestic violence through partnerships with Turning Point and Prosecutor's Office; close gap between number of calls and number of arrests. (Maddix)
- Network with local pharmacies regarding robbery mitigation strategies and expand anti-robbery initiatives to other businesses. (Couch)
- Repeat offenders – Track criminal behavior through data analysis and multiple agency intelligence gathering. (Foust)

Increase drug related arrests by 10%

2013 Goal – 386; 2012 – 351; 2011 – 362; 2010 – 337

- Activate Community Oriented Policing and Problem Solving unit (COPPS) in July 2013 to assist with drug investigations and complaints. (M. Richardson)

Reduce drug diversion through false reporting by additional 10%

2013 Goal – 66; 2012 – 73; 2011 – 127 (Couch)

Safest Community

Improve Priority 1 Emergency Response Times

- CFD and CPD - Upgrade software to track fractal response times by area by end of year. (Allmon)
- CRH – 95% < 9 minutes (Allmon)

Increase Emergency Medical Services Response Capability

- All fire apparatus manned with paramedic firefighter 24/7. (Allmon)
 - Establish specialty rank for paramedics. **2014 Budget**
 - Send a minimum of 4 firefighters to paramedic classes starting next year. **2014 Budget**
- Increase number of CPR/AED certifications by public by 20% by end of 2015. (Allmon)
 - Begin free classes in CRP/AED to public beginning Q4.

Safest Community

Increase Disaster Preparedness and Technical Rescue Preparedness

- CFD move to State digital radio system Q3. (Allmon)
- Back-up generators in all fire stations by end of year. (Allmon)
- Continue Flood Risk Management Plan.
 - Hold table top training exercises twice a year. (Allmon)
 - Review mitigation recommendations with council, drainage board, plan commission by end of year. (Bergman)
- Participate in Indiana Department of Homeland Security disaster exercises at Muscatatuck annually. (Allmon and Maddix)
- Tornado Plan, Ice Storm Plan and Man-Made Disaster Plan by end of year. (Allmon)
- Increase Fire Department technical rescue training. (Allmon) **2014 Budget**

Safest Community

Increase road safety

Goals: Eliminate road traffic fatalities; Reduce road traffic major injuries by 10%; Reduce all motor vehicle crashes by 10% 2013 Goal – 2,235; 2012 – 2,483; 2011 – 2,534; 2010 – 2,584

- Utilize data-driven traffic enforcement by targeting high crash areas and increase overall enforcement by 20%. (Maddix)
- Continual public awareness campaign regarding crash reduction and increased enforcement. (Maddix)
- Complete improvements to Road 200S. (Engineering)
- Begin improvements to Carr Hill Road to be completed in 2014. (Engineering)
- Update City of Columbus Bicycle and Pedestrian Plan. (L. Brown)
- Develop Transportation Safety Committee to analyze crash information and begin a two year effort to reduce crashes of all types. (L. Brown)
- Zero personal injury accidents during snow/ice storms through aggressive road treatment and pre-treatment by City Garage. (Burton)



Cultural and Creative Capital

Enrich the community with vibrant and diverse arts and cultural activities and assets that are affordable and appealing to all.

Cultural and Creative Capital

- Complete Crump feasibility study by Q4. (H. Pope)
- Sign lease(s) for vacant Commons tenant space by Q4. (H. Pope)
- Explore feasibility of sale of Pumphouse, including conditional use restrictions and historic preservation through Indiana Landmarks. (H. Pope)
- Complete downtown parking plan Q4. (H. Pope)
- Preservation-worthy buildings, art and landscapes in Arts District identified by end of year. Begin work on voluntary guidelines to be completed mid-2014. (H. Pope)
- Welcoming/Cultural Center Six sigma project completed and presented by end of year. (H. Pope)
- Develop Mill Race Amphitheater improvement plan with design options Q3 and funding sources identified Q4. (Wagner)
- Develop plan to increase free programming at the Commons next year Q3. (Wagner) **2014 Budget**



Quality Housing Opportunities

Ensure safe and affordable housing and attractive and proud neighborhoods for all.

Quality Housing Opportunities

- Develop Comprehensive Housing Plan based on housing needs assessment study by end of year. (Malysz)
- Communicate current emergency shelter programs to public and relevant stakeholders Q3 and ensure community has plan for increased capacity or transitional housing if necessary Q4. (Malysz)
- Complete plan for an affordable housing development and have target list of developers Q4. (Malysz)
- Complete neighborhood revitalization plan for 9th street park neighborhood Q4. (Malysz)
- Regular neighborhood meetings, watches , cleanups and community programs established in neighborhoods around 9th Street Park, Morningside Park and Pence Park. (Malysz)
- Form steering committee and begin process of reviewing housing and nuisance ordinances - August. (Malysz)

Quality Housing Opportunities

- Goal of 98% occupancy of Columbus Housing Authority (CHA) public housing as well as 95% acceptable utilization of Section 8 voucher funding.
 - Improve reach to all segments of the population in need of housing, including under-served segments/ethnicities of community. (Holt)
- Public Housing and Section 8 properties maintained to the highest standards using HUD's Housing Quality Standards guidelines for both Section 8 inspections of private landlord units and CHA owned public housing units. (Holt)
 - Maintain excellent audits in all 3 housing programs. CHA has had 13 years with 0 findings in audits.
 - Maintain high performance scores for HUD managed programs for physical condition, financial condition, management operations. Score 98% or better on PHAS & SEMAP.
- Add student housing on airport property, breaking ground by September 2013. (Payne)



Business-Friendly Community

Provide the environment and resources that ensure our employers prosper and create good jobs in ways consistent with our values.

Business-Friendly Community

- Complete the State Street Corridor Plan by end of year. (Bergman)
- Complete Phase I (Data Collection & Analysis) for the Strategic Growth Element of the Columbus Comprehensive Plan by end of year. (Bergman)
- Hire Business Development Manager to work as ombudsman in Planning Department July. (Bergman)
- Convene SMB Council begin review of regulation and permitting in September. (Malysz/Bergman)
- Develop tax abatement compliance process and policy recommendation to council. (Malysz)



Healthy Community

Radically improve the health and wellness of our residents through healthy behaviors, healthy lifestyles and access to healthcare.

Healthy Community

- Expand People Trail with funds from the People Trail Campaign raised earlier this year. Long-term goal is to bring a bike/ped facility within 3 blocks of 90% of Columbus residents. Current project list in the Bike/Ped Plan includes 20 projects as priorities.
 - Installation of People Trail from State Street to Lafayette Avenue Q4. (Wagner/Engineering)
 - Begin engineering of People Trail from Lafayette Ave. to Mill Race Park for completion 4Q 2014. (Wagner/Engineering)



Welcoming Community

Be a united community that actively welcomes and celebrates diversity of race, ethnicity, ability, background and opinion.

Welcoming Community

- Increase human rights trainings to businesses. (Smith)
- Tangible progress by year-end on disability initiatives defined by the Mayor's Council on Disability and Accessibility. (Smith)
- Welcoming/Cultural Center Six sigma project completed and presented by end of year. (Smith with H. Pope)



Environmentally Responsible

Ensure a safe and healthy environment by adopting economically-sound sustainability practices.

Environmentally-Responsible

- Implement curbside residential curbside recycling next year. (Burton) 2014
Budget
- Develop Emerald Ash Borer plan by end of year. (Wagner)
- Brownfield site identification. (Bergman/Malysz)
- Energy efficiency initiatives. (Well-Managed City Goals)



Quality Care for Our Animals

Compassionately care for our animals and provide them with the highest quality of life.

Quality Animal Care

- 100% save rate healthy dogs. (Birdwell-Goodin)
- X% save rate healthy cats. (Birdwell-Goodin)
- Increase low-cost spay neuter rates by 5%. (Birdwell-Goodin)
- Increase volunteers for walks and socialization of pets (Birdwell-Goodin)
- Sound proof kennel. (Birdwell-Goodin)
- Develop plans for shelter expansions (Birdwell-Goodin)
 - Indoor dog meet and greet and play room
 - Cattery
 - Additional kennel space
 - Office space

2014 Budget and Private Fundraising

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